

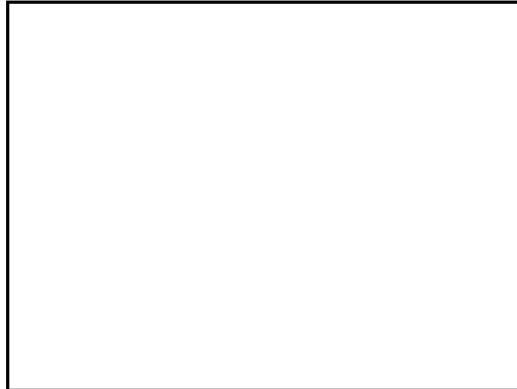
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14 February 1968

MEMORANDUM FOR THE RECORD

SUBJECT: Intelligence Requirements Panel

1. The following people attended the meeting:



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2. [redacted] opened the meeting with a reminder that we are obliged to discuss major problems and continue a "dialogue" according to the outline Mr. Duckett gave us at the first meeting. He made reference to the paper written by [redacted] in which he emphasized the long standing problem we have with requirements.

3. [redacted] continued with a rather lengthy dissertation which described a "closed loop" of four elements: production, requirements, development, and collection. He implied that requirements beget collection tools which in turn beget new requirements.

4. Then there was a rather long discussion about requirements themselves. "Whose requirements are pertinent?" "What level should requirements be discussed?" I believe that the discussion missed Mr. Duckett's point which is, "What are DDS&T requirements in view of Agency requirements which in turn stem from community requirements."

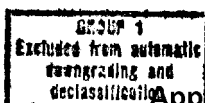
5. [redacted] then presented his model of the "threat/response" problem as he sees it. The model as shown below

$$O_i = \text{Objective}$$

$$V_i = \text{Value}$$

$$A_{ki} = \text{Activity}$$

$$P_{ki} = \text{Value probability in relation to one or more objectives}$$

$$C_k = \text{Cost}$$
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implies that we have to strike a balance at each point in the model to arrive at a decision which will direct our response to a given threat.

25X1A 6. There was much discussion here about what the elements in [] model really said and from which source the elements would be evaluated. For example, [] suggested that a PNIO is the correct place to start for objectives. The group agreed albeit without much enthusiasm, but they also agreed that the PNIO's are improperly worded. It may also be that USIB or NSC is a better starting point for objectives. We should not value - rate upper level objectives; that is, ones above DDS&T. On the other hand, we must place some value judgement on our own objectives.

7. I suggest that we chart the relationships between objectives and activities in this Directorate after the Program Call exercise is over. The idea of relating Directorate objectives to Agency objectives is implicit. I believe, however, that we need a list of major Directorate objectives as a first step. We should, in every case, tie some time element to each objective. Questions that should be asked in the objective evaluation process include, "When is the data needed?" and "How valuable is the data in terms of the time available for development or collection?"

8. It was generally agreed by the group that requirements should be evaluated at each level on the way up and that any major decision to proceed with development or collection, or perhaps even production work, should be done at the Directorate level.

9. We should eliminate the defeatist attitude which perforce says that since something hasn't worked before, there is no point in trying it now. We cannot summarily reject objectives, activities, or even prior value-judgements.

10. The group recommended that we list problems, priorities, and current evaluation of priorities to present to Mr. Duckett for his decision. It was also implied that this be a periodic exercise.

11. The group also agreed that a first order of business is to suggest a procedure for exposing problems, objectives, and activities and in turn for receiving guidance and providing a feedback to all elements of this so-called closed loop. I suggest one way to do this is to list current issues for each staff meeting. This would be a two-way exercise; that is, issues can emanate from Mr. Duckett as well as from Office Directors.

12. I suggest also that we check with Mr. Duckett periodically to be sure that this panel is on the same track that he intends us to be. Three questions

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were raised, but not really discussed in depth:

- a. Should Mr. Duckett personally sign off on all requirements?
- b. Should there be a rigid, formal authorization system?
- c. Should we maintain a record (matrix) of objectives versus requirements versus activities?

13. OSI and FMSAC supplied lists of key questions which they say will contribute to either definition or satisfaction of requirements. I suggest that these key questions are very far down the hierarchy of requirements and, in fact, they become very minor tasks to be performed as offices engage in the production process. In my opinion these key questions are too parochial by themselves and should be consolidated into a very few major requirements against which the Directorate as a whole, not as individual offices, can work. In fact, most of the key questions seem to be tasks which even individual analysts could perform.

14. The next meeting is scheduled for Tuesday afternoon at 1430, 20 February, in the DDS&T Conference Room.



Chief
Plans and Programs Branch

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